

Section D-1

## Performance Results Assessment Narrative

This performance narrative may serve, if applicable, as documentation for a monetary award nomination and/or base pay adjustment recommendation. To use as such, AA/RA (equivalent) office completes the four numbered boxes below.

1. Summary Rating:		2. Pay Adj (%):		3. Bonus (%):		
Employee Name (Last, First, MI) <b>Blumenfeld, Jared E.</b>				Performance Period		
				From: <b>10/1/10</b>	To:	<b>9/30/11</b>
Title, Pay Plan, Band, Series <b>Regional Administrator</b>				Organization (AA/RA, Ofc, Div, Br) <b>Region 9</b>		

**Describe your overall performance:** Clearly and succinctly describe your accomplishments and results for the rating period in **all areas except those related to EEO and Business Acumen efforts which each require separate documentation.** Discuss each specific area of performance or accomplishment only once, even if it relates to more than one CE. Focus on results achieved in terms of the key performance objectives and leadership attributes. For consideration of a rating above *Effective*, Self-assessments should reflect how the employee went well above and beyond the performance objectives set for the rating period. Self assessments must provide thorough discussion of accomplishments and describe how the employee's accomplishments contributed towards the overall performance of the organization. **(Use only the space provided below, Font: Arial-10.)**

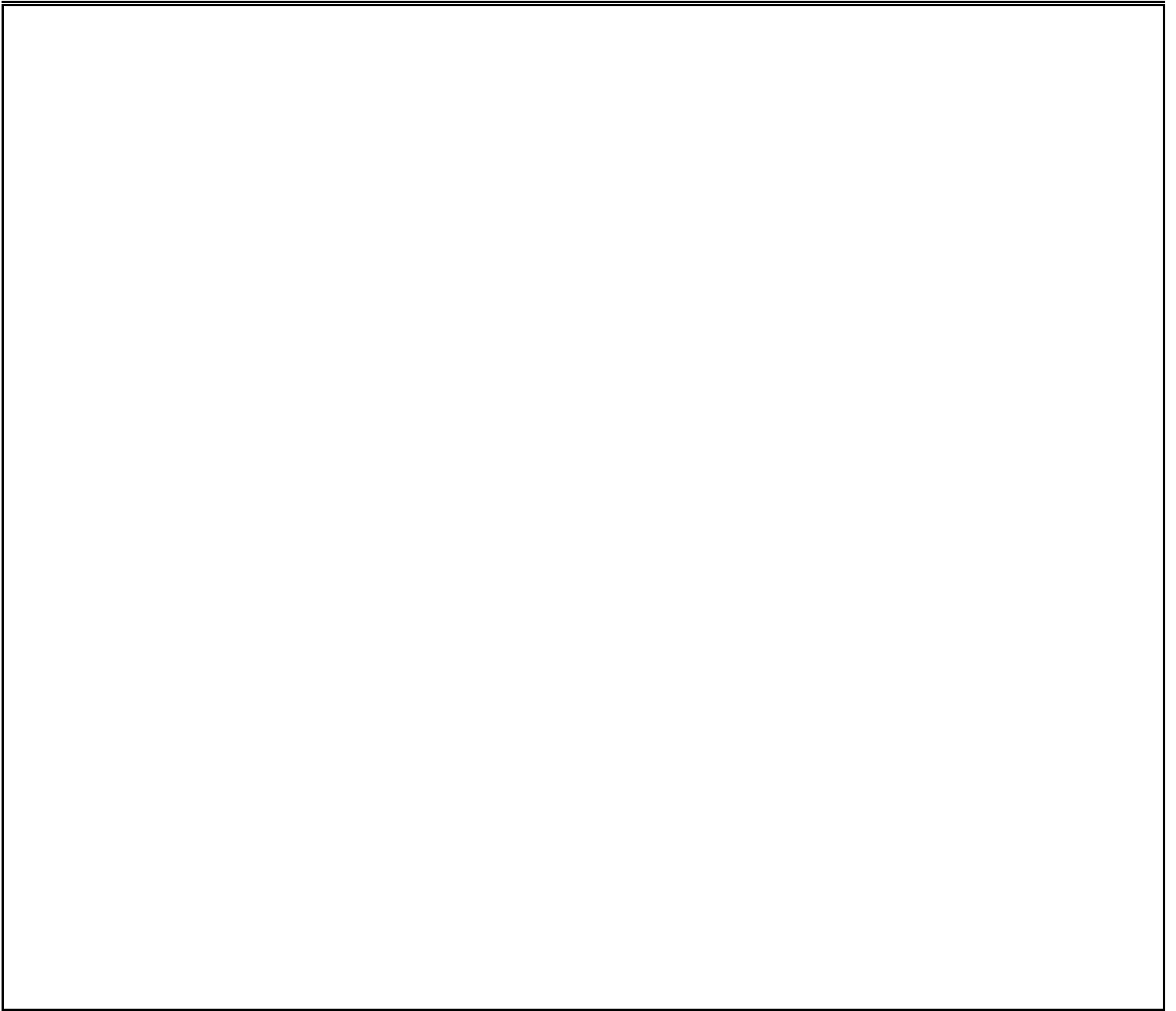
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## Section D-2

**Business Acumen Narrative**

This narrative may serve, if applicable, as documentation for a monetary award nomination and/or base pay adjustment recommendation. To use as such, AA/RA (equivalent) office completes the four numbered boxes below.

<b>1. Summary Rating:</b>		<b>2. Pay Adj (%):</b>		<b>3. Bonus (%):</b>	
Employee Name (Last, First, MI)				Performance Period	
Blumenfeld, Jared E.				From: 10/1/10	To: 9/30/11
Title, Pay Plan, Band, Series				Organization (AA/RA, Ofc, Div, Br)	
Regional Administrator				Region 9	
<p><b>Describe your accomplishments for CE 2, Business Acumen:</b> Clearly and succinctly describe your accomplishments and results for the rating period in management priority areas, e.g., human capital, competitive sourcing, contracts/procurement, assistance agreements/IAGs, financial management, e-Government, as applicable. Focus on results achieved in terms of key performance objectives and leadership attributes. For consideration of a rating above <i>Effective</i>, Self-assessments should reflect how the employee went well above and beyond the performance objectives set for the rating period. Self assessments must provide thorough discussion of accomplishments and describe how the employee's accomplishments contributed towards the overall performance of the organization. <b>(Use only the space provided below, Font: Arial-10.)</b></p>					
<p>Under my direction, Region 9 achieved exceptional results in management priority areas including human capital, financial management, contracts/procurement, grants and other operational priorities. These achievements are especially noteworthy given that they coincided with precedential budget uncertainties and constraints, and with the expiration of our current office lease, and the long and difficult journey toward award of a new lease.</p> <ul style="list-style-type: none"> <li>- Key senior management vacancies: Beginning this fiscal year, I faced a critical series of vacancies in key executive leadership positions. After recruiting widely, I hired a new ARA into the Agency who brought extensive federal management expertise and business acumen in our key priority areas. I also broadly recruited and hired an excellent external candidate to head and help re-structure our R9 Office of Public Affairs. Third, after extensive recruitment I promoted a strong internal candidate as Director of our regional Office of Civil Rights. (These hires are 66.7% ethnically diverse.)</li> <li>- Office lease: We have deeply invested in widespread opportunities for workforce participation in the design and After an extensive and prolonged bidding and negotiation process, the Agency signed a new 15 year lease for current building redesign to leverage technology and space efficiencies, as well as to achieve LEED Platinum status.</li> <li>- Organizational leadership: After extensive discussions throughout Region 9 management and staff, and with senior leadership in Headquarters, and assessing current and future resource needs, I made a series of executive decisions, supported by my management team and by headquarters, to create a new Enforcement Division in the Region.</li> <li>- Innovative resource management: We created and implemented a new Management Dashboard providing all supervisors and managers with ready access to regional data on budget and FTE, hiring, contracts, grants, and other key operational information. Management is being trained on the new system and will be expected to utilize it in their planning and operations.</li> <li>- Human Capital:             <ul style="list-style-type: none"> <li>- Developed and implemented six new workforce actions to promote better consistency, transparency and equity in our human capital areas of recruitment, hiring, retention, promotion, work life balance, and One EPA.</li> <li>- Implementing our new regional recruitment strategy, we hired 58 new employees, including 34 (60%) diverse hires, 8 persons with disabilities (3 with targeted disabilities), and 2 veterans. Overall, we achieved a broad diversity of 69%.</li> <li>- Created a new joint-agency intern academy with NASA Ames by developing a regional MOU pursuant to a national MOU, and hired 31 summer interns to pilot the academy and work on cross-agency science and environmental projects.</li> <li>- Successfully negotiated three new regional policies with our unions, and conducted ten productive Labor-Management Partnership Council meetings.</li> </ul> </li> <li>- Financial Management:             <ul style="list-style-type: none"> <li>- Demonstrated exceptional efficiency and accuracy in expending and auditing our ARRA funding, and received national recognition for our accomplishments. A national ARRA review highlighted Region 9's budget, contacts and grants as "Agency Best Practices".</li> <li>- Reduced our unliquidated obligations (ULOs) in expired grants by 100%, and in contracts by 56%.</li> <li>- Created and implemented a regional Green Travel Policy to judiciously and strategically review and expend our travel budget on key regional and national priorities and initiatives.</li> </ul> </li> </ul>					



## Section D-3

## Equal Employment Opportunity and Diversity Narrative

This EEO narrative may serve, if applicable, as documentation for a monetary award nomination and/or base pay adjustment recommendation. To use as such, AA/RA (equivalent) office completes the four numbered boxes below.

<b>1. Summary Rating:</b>		<b>2. Pay Adj (%):</b>		<b>3. Bonus (%):</b>	
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Employee Name (Last, First, MI) <b>Blumenfeld, Jared E.</b>	Performance Period	
	From: <b>10/1/2010</b>	To: <b>9/30/2011</b>
Title, Pay Plan, Band, Series <b>Regional Administrator</b>	Organization (AA/RA, Ofc, Div, Br) <b>Region 9</b>	

**Describe your accomplishments for CE 6, Equal Employment Opportunity (EEO), for the rating period by answering these following two questions: 1. How have you personally facilitated, empowered, and/or directed efforts that have contributed to the implementation of your organization's EEO/affirmative employment and diversity programs? 2. What successes convince you that you have made a difference in these areas?** Areas you should address include: outreach and recruitment; employee development and retention (e.g., training, coaching, mentoring); quality of work life initiatives (e.g., telecommuting, AWS, childcare); active participation in SEP initiatives; good faith participation in the ADR process; and full attention to early resolution of complaints of discrimination, as applicable. For consideration of a rating above *Effective*, Self-assessments should reflect how the employee went well above and beyond the performance objectives set for the rating period. Self assessments must provide thorough discussion of accomplishments and describe how the employee's accomplishments contributed towards the overall performance of the organization. **(Use only the space provided below to answer both questions, Font: Arial-10.)**

This year I initiated **six workforce actions** to be completed in six months to improve equality, transparency and consistency within R9. The six actions promote outreach and recruitment, employee development and retention, quality of work life, SEP initiatives, and ADR. All six actions were completed, and the results are described below. I was personally involved in each.

1. We established **regional Hiring Process Guidance**, including a Hiring Process Checklist that outlines all steps for filling vacancies, including process oversight checkpoints and recruitment requirements; Guidance for Panel Interviews, and creation of an independent Hiring Action Team (the ARA, OCR Director, and HR Director, to provide oversight of proposed job announcements and selection decisions.
2. We created a **Regional Recruitment Strategy**, including a Recruitment Checklist, and hired a Regional Recruitment Specialist to work closely with our SEPMS/DPMS and hiring officials to increase the diversity of our applicant pools. I set regional hiring goals for persons with disabilities: 4 in FY11 and 4 in FY12, with an overall goal to reach national goal of 2% by 2012. We also hosted my second Annual Disability On-Site Job Fair, provided Disability Training for Management, reviewed Workforce Recruitment Program and other databases to supplement Schedule A applicants for vacancies, and ensured timely processing of all 19 reasonable accommodation requests. In addition, our Lease Coordinator is working closely with our Local Reasonable Accommodation Coordinator to ensure the needs of our disabled employees are incorporated throughout the design and development of our new workspace. I significantly increased funding and directed new resources to recruit interns, including our efforts with Minority Academic Institutions, and new MOUs with colleges, universities, and NASA.
3. We created a new **regional Awards Policy** to ensure fairness of performance-based awards across organizational units and between staff and management. We began piloting the new policy this fiscal year.
4. We launched our first **formal mentoring program**, designed to foster formal mentoring connections and help employees with individual career and leadership development. We also promoted increased teleworking; >90% of R9 employees are now certified and >4.15% of base hours were telework in FY11.
5. We provided 20 different **trainings** to all levels of our workforce, and provided 88 hours of Executive Coaching to supervisors. We conducted Bias Awareness Management training which was attended by 100% of our management team (128 people). We also administered 360 feedback surveys for 3 divisions.
6. We reviewed and reinforced the importance of the EEO CJE in supervisory PARS, and re-emphasized each supervisor's responsibility to ensure a fair and equitable workplace for all employees. SEPMS/DPMS participated in 25 job fairs. I participated wherever possible in SEG events, and strongly encouraged regular attendance by management and staff.

**Results:** As described above, I directly participated in and facilitated our successful accomplishment of all six workforce initiatives. We hired 58 new employees, including an unprecedented total of 8 persons with disabilities (3 persons with targeted disabilities, and 5 under Schedule A), tripling our prior hiring rate. We also achieved 60% ethnic diversity, with diverse hires joining our ranks from senior executive levels, through management and staff, and student interns. Overall, 69% of our new hires were ethnically diverse, persons with disabilities, and veterans. We more than doubled our monetary support for Minority Academic Institutions (to a high of \$280K), including a significant increase in our support of Hispanic Serving Institutions through our new MOU with UC Riverside (an HSI). We now have a total of XX MOUs with MAIs. This year we hired a total of 31 summer interns, which included students with targeted disabilities and representation from R9 MOU and MAI schools. I also directed creation of a new, precedential EPA/NASA Joint Intern Program, initiated by an MOU I signed with the Regional Administrator of NASA Ames, with 20 students working collaboratively on cross-Agency projects and